



**Gary Community School Corporation**

*Strong. Resilient. Built for Education.*

## MANAGER REPORT

### DISTRESSED UNIT APPEALS BOARD (DUAB)

December 17, 2020

Prepared by



**Gary  
Schools  
Recovery, LLC**



## Distressed Unit Appeals Board

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### Manager Report

Prepared by Gary Schools Recovery, LLC

December 17, 2020

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## I.0 MANAGER UPDATE

### NOVEMBER 2020

- ♦ Teacher Negotiations were finalized and the teachers union ratified the contract this past month. The district is seeking a Tax Anticipation Warrant to enable us to begin to pay the teachers for their raises in January with the anticipated referendum dollars that we will begin collecting at the end of June.
- ♦ The district recently completed a Federal audit review conducted by the IDOE of its title funds. I attended the exit meeting with the IDOE to review the preliminary results with our team. I am proud to say that the Title team at Gary has done an outstanding job of putting policies/procedures in place and correcting many of the outstanding issues that we were out of compliance with. I will present the final report from IDOE in the coming months with this board, but was verbally told by IDOE staff that this was the best audit we had ever had. Great job to our title team!
- ♦ We have an anticipated return to school (in – person) date of Jan. 19, 2021. We will continue to offer e-learning to those students who need it as well as our staff who have documented medical conditions. We continue to work closely with our Region One districts as well as the health department and we know that this remains a fluid situation. We will continue to monitor the situation through the holidays to watch the positivity rate in Lake County.
- ♦ We are organizing teams of teachers who will work on piloting different reading curriculum for second semester to enable us to work towards a future curriculum adoption for our district.
- ♦ Our IT department is busy working on enhancing our redundancy within the district. Currently, our district all goes through one place or hub. When, or if that school goes down, the whole district goes down. The IT team, is working to add a second connection site to allow for a second redundancy to mitigate the risk of the district losing connection. We have lost connection several times and this needs to be addressed.
- ♦ I recently closed on several properties that the district has had up for sale. We have recently sold 20 properties and have approximately 10 left. We continue to seek viable buyers for the properties that are remaining.

### CURRICULUM REPORT

#### The Path Forward:

- ♦ Baseline Formative Assessment Data is Ready
- ♦ School Advisory Committees have been formed and beginning meetings have happened
- ♦ The curriculum committee has met and begun to create the project-based learning activity K-12 including STEM and the Tuskegee Airmen.

#### Formative Assessment:

- ♦ See Data Sheets for iReady Reading and Math (K-8<sup>th</sup> grade) and Exact Path data for 9<sup>th</sup>-10<sup>th</sup> grade.
- ♦ Baseline formative assessment data has been disaggregated.
- ♦ We are now combing through the data with teachers to identify areas of weakness and strength.
- ♦ We will use the data to identify students with increased need. These students will participate in tutoring sessions.
- ♦ Clarification for iReady Tiers:
  - \*Tier 1= On or Above Level
  - \*Tier 2= One Level Below

\*Tier 3= Two or more Levels Below

#### State Testing Update

- ♦ SAT Testing will happen on Saturday, December 5, 2020
- ♦ 10<sup>th</sup> Grade iLearn Retests are ongoing

#### Professional Development:

- ♦ Our district received a Digital Ambassador grant that will allow us to train 60 of our teachers to be digital ambassadors for our district. We are beginning the training as this month.
- ♦ We have ongoing training with Bloomboard, Learning Sciences International and Curriculum Development with K12 Boost.

#### Title I Update:

- ♦ We had a Fiscal and an Onsite Audit that was completed Nov. 20, 2020. There were very few findings and the state auditors were impressed with the Federal Program department. We received positive feedback about the direction in which we are headed.
- ♦ We have updated our Parent Complaint forms and processes to better streamline and strengthen the relationships between parents and schools.
- ♦ We are building a Title I Informational corner to be housed our district website.

I-READY DISTRICT READING

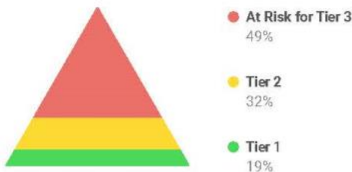
Diagnostic Results



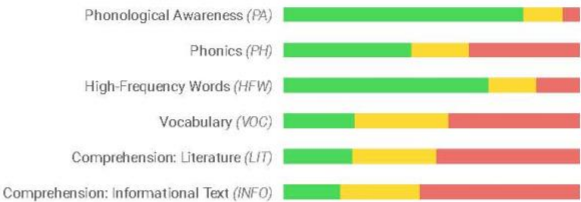
School	All Schools
Subject	Reading
Academic Year	2020 - 2021
Diagnostic	Most Recent
Prior Diagnostic	None
Placement Definition	Standard View

Students Assessed/Total: 2,911/3,258

Overall Placement



Placement By Domain



Switch Table View      Show Results By

Placement Summary      School

Showing 7 of 7

School	Overall Grade-Level Placement	Students Assessed/Total
BAILLY MIDDLE SCHOOL	<div><div>17%14%69%</div></div>	361/488
BANNEKER AT MARQUETTE ELEMENTARY	<div><div>19%42%39%</div></div>	378/407
BEVERIDGE ELEMENTARY	<div><div>20%35%45%</div></div>	326/368
DANIEL H WILLIAMS ELEMENTARY	<div><div>20%39%41%</div></div>	504/528
FRANKIE MCCULLOUGH ACADEMY	<div><div>21%40%40%</div></div>	453/468
GARY MIDDLE SCHOOL	<div><div>14%15%71%</div></div>	369/462
GLENPARK ACADEMY OF EXCELLENCE	<div><div>23%31%46%</div></div>	520/538

Curriculum Associates

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12/14/20 | Page: 1/1

I-READY DISTRICT MATH

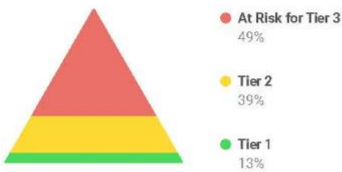
Diagnostic Results



School	All Schools
Subject	Math
Academic Year	2020 - 2021
Diagnostic	Most Recent
Prior Diagnostic	None
Placement Definition	Standard View

Students Assessed/Total: 2,969/3,257

Overall Placement



Placement By Domain



Switch Table View

Show Results By

Placement Summary

School

Showing 7 of 7

School	Overall Grade-Level Placement	Students Assessed/Total
BAILLY MIDDLE SCHOOL	<div><div>6%</div><div>25%</div><div>69%</div></div>	409/488
BANNEKER AT MARQUETTE ELEMENTARY	<div><div>11%</div><div>44%</div><div>44%</div></div>	374/406
BEVERIDGE ELEMENTARY	<div><div>19%</div><div>37%</div><div>45%</div></div>	323/368
DANIEL H WILLIAMS ELEMENTARY	<div><div>18%</div><div>45%</div><div>38%</div></div>	509/528
FRANKIE MCCULLOUGH ACADEMY	<div><div>15%</div><div>49%</div><div>36%</div></div>	451/468
GARY MIDDLE SCHOOL	<div><div>5%</div><div>22%</div><div>73%</div></div>	387/462
GLENPARK ACADEMY OF EXCELLENCE	<div><div>13%</div><div>44%</div><div>43%</div></div>	517/538

Curriculum Associates

WSLA EXACT PATH READING

Gary Community School Corp

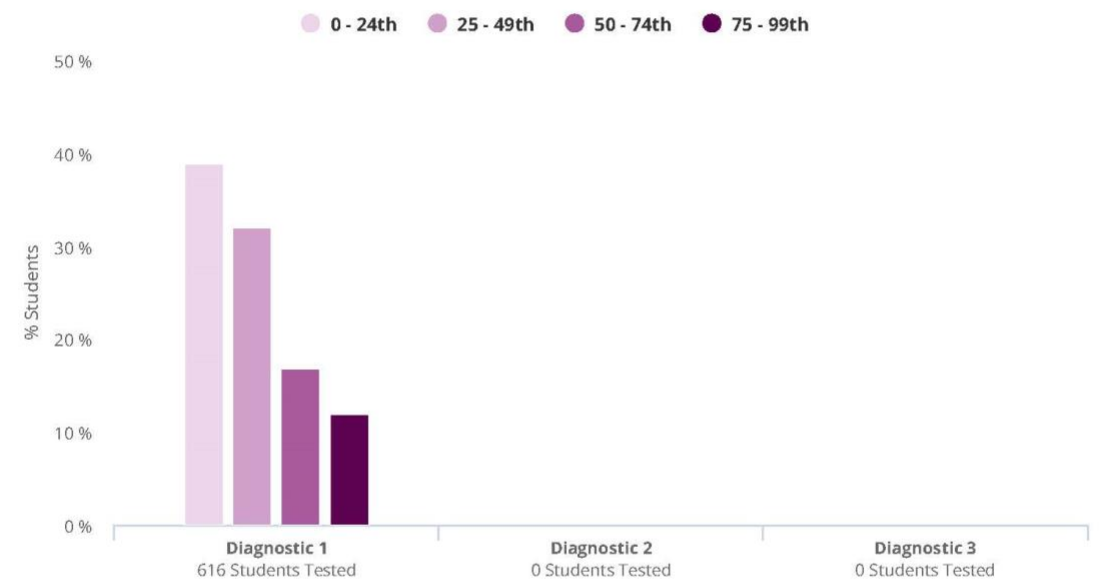


National Percentile Rank Trends

November 30, 2020 - 11:08 AM CST

Academic Year:	Academic Year 2020-2021	Subject:	Reading
Subject Domain:	All Domains	Grade:	All Grades
Show By:	Location	Schools:	All My Locations
Demographics:	All Demographics		

Overall District Trends



West Side Leadership Academy

Percentile Rank	Diagnostic 1	Diagnostic 2	Diagnostic 3
<div></div> 0 - 24th	39% (241)	-	-
<div></div> 25 - 49th	32% (198)	-	-
<div></div> 50 - 74th	17% (104)	-	-
<div></div> 75 - 99th	12% (73)	-	-
Students Tested	616	0	0



WSLA EXACT PATH MATH

Gary Community School Corp

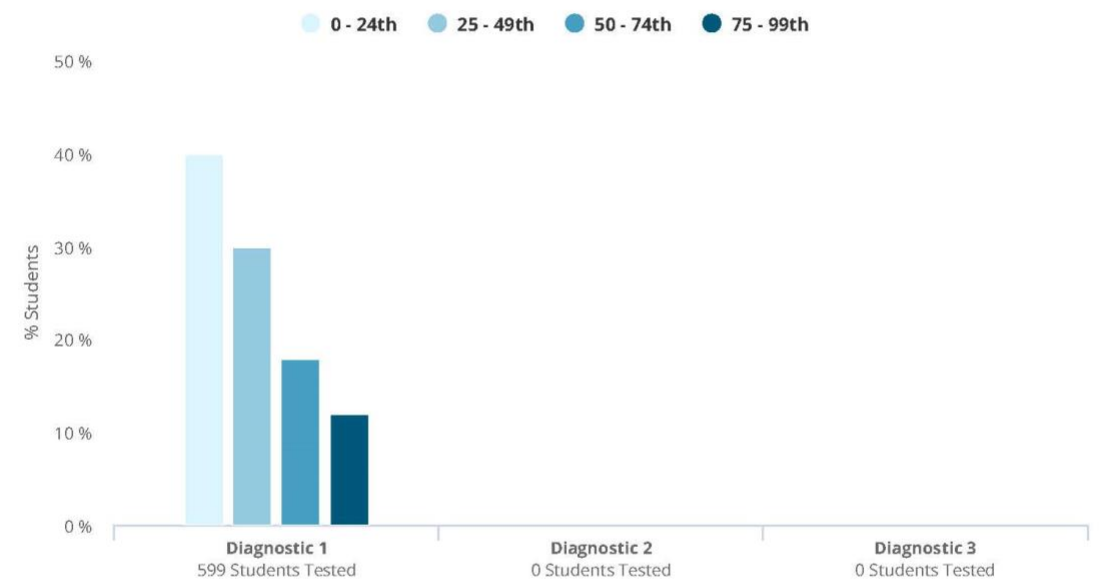


National Percentile Rank Trends

November 30, 2020 - 11:07 AM CST

Academic Year:	Academic Year 2020-2021	Subject:	Mathematics
Subject Domain:	All Domains	Grade:	All Grades
Show By:	Location	Schools:	All My Locations
Demographics:	All Demographics		

Overall District Trends



West Side Leadership Academy

Percentile Rank	Diagnostic 1	Diagnostic 2	Diagnostic 3
<div>0 - 24th</div>	40% (242)	-	-
<div>25 - 49th</div>	30% (178)	-	-
<div>50 - 74th</div>	18% (107)	-	-
<div>75 - 99th</div>	12% (72)	-	-
Students Tested	599	0	0

## FREQUENTLY ASKED QUESTIONS (FAQ) FOR NOVEMBER 2020

### **Hello. I stay in Park Shore Commons Is there NO. bus for. food. today?**

The food distribution schedule has recently changed. Please visit our website for the times, locations and dates. <https://www.garycsc.k12.in.us/food-services/>

### **Did they issue out p-EBTcards for Gary Middle School?**

Not at this time. The State of Indiana makes the determination of EBT distribution. We have submitted the contact information for our district and await a response as to whether Gary schools will be included in the 2<sup>nd</sup> round.

### **I have 3 school age children under the age of 18. I don't have transportation available to me is there a way I can have a drop off for the food distribution?**

We are unable to drop off food to individuals but we have recently made changes to the routes, days and locations. Please visit our website to see if any of our added sites are more accessible to you. <https://www.garycsc.k12.in.us/food-services/>

### **When is the basketball season begin?**

The full schedule is available on our website in the athletics section. Subject to change. <https://www.garycsc.k12.in.us/athletics/>

### **My son's laptop won't cut on.**

Please submit a help desk ticket: <https://www.garycsc.k12.in.us/it-support-help-desk/>

### **I wasn't able to pick up my diploma, I am a 2020 graduate. I was in Georgia for the past 4 months. I was wondering how I'd be able to get it.**

Please contact the main office at WSLA and they will be able to assist you. (219)413-9870 or message the WSLA Facebook page.

### **Hello, I wanted to inquire on how to get a yearbook. My high school has been closed for a while, I lost my yearbook and would like to replace it.**

Thanks for your inquiry. With the school being closed, you will need to contact the yearbook company directly for any reprint requests. Thanks again.

### **Did not see info on Gary Roosevelt High School proposals. Please send again.**

Good morning and thank you for your inquiry. Yes, several proposals have been received in response to the RFI for the Roosevelt building. The proposals are currently under evaluation. More information will be shared once any selections of projects/proposals are made. Please continue to check out website and social media for announcements.

### **Is there a charge to repair my son's Chromebook?**

There is not a fee for the repair of the Chromebook. If continuous repairs are needed, then it may need to be replaced. Please contact our IT Helpdesk for assistance.

<https://www.garycsc.k12.in.us/it-support-help-desk/>

### **I am an engineer working with the Gary Sanitary District on a project in Gary and I was wondering are the Gary School Corporation elementary schools currently in-person or are they doing e-learning? We are wanting to understand if there are currently students/staff in the building, specifically at Beveridge Elementary school.**

The Gary Schools are in an e-learning environment with teachers and staff working remotely.

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## 2.0 BENCHMARKS DASHBOARD

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3.0 PATH FORWARD



# Gary Community School Corporation

Doing What is Best for Students - Today - Tomorrow - Everyday

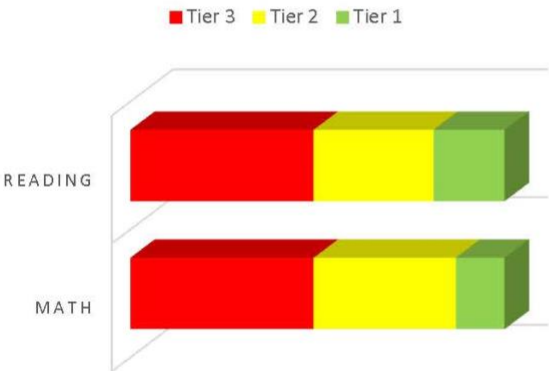
## Quarterly Progress Report – September-December 2020

The start of the 2020-21 school year has been unlike any other. GCSC students and staff have adjusted to ensure we all continue to grow and progress, even as we learn remotely. Because of the unique start of the year, certain indicators (such as the number of suspensions) are not applicable. But other indicators are. Here’s a snapshot:

### ACADEMICS



i-Ready Formative Assessment Data, Nov. 2020



#### Areas of Progress

- 1 8<sup>th</sup>-grade students can now take a career exploration class, and West Side students can now choose a pathway in aviation, police, fire, or EMS
- 1 26 percent more students enrolled in career pathways at the Gary Area Career Center
- 1 Community partners are developing lessons on the Tuskegee Airmen for students in grades K-12

### ENGAGEMENT



#### By the Numbers

- 1 quarterly progress report
- 3 new committees – curriculum, technology, and food services – formed and began meeting
- 9 schools with new Advisory Committees made up of students, parents, teachers, and administrators that also began meeting

Frequently  
Asked  
Questions

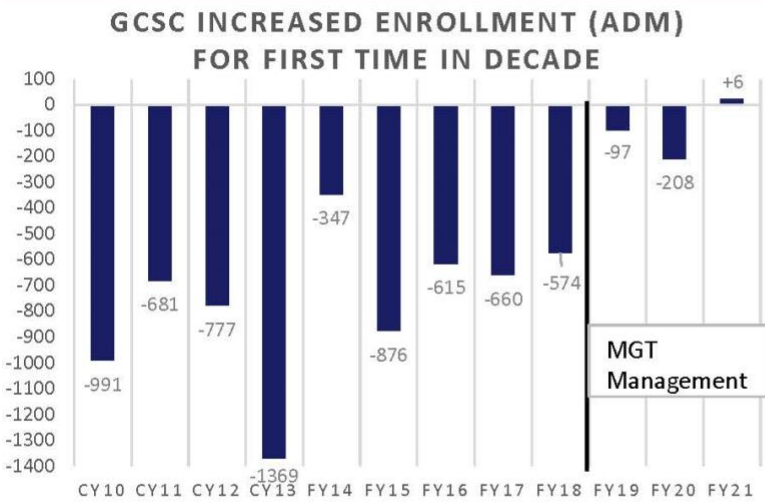


September-December 2020

[www.GarySchools.org/PathForwardUpdate](http://www.GarySchools.org/PathForwardUpdate)



FISCAL



- Also:**
- GCSC agreed to a new teachers contract that includes a 5.3% raise, teachers’ first raise in more than 10 years.
  - The raise was possible because Gary voters approved the \$72.1 million referendum, which will also increase student activities, improve student supports, and help balance the budget.

OPERATIONS



Responding to Families’ Needs During the Pandemic

- ✓ Distributed 4,555 Chromebook and tablets to help close the digital divide
- ✓ Offered 4 trainings and support sessions to parents and caregivers
- ✓ Responded to questions from students, families, and staff through the new IT helpline

Internet Connectivity Rates, by Month				
	Sept	Oct	Nov	Dec
100%				
95%	✓	✓	✓	✓
90%				
85%				
80%				

- This is the first quarterly progress report GCSC is releasing since launching the Path Forward, its bold two-year plan for continuing to improve academics, engagement, fiscal matters, and operations in the district, in August 2020.
- The Path Forward is available [GarySchools.org/PathForwardUpdate](http://GarySchools.org/PathForwardUpdate).
- You can also reach us with any questions or suggestions at [info@garycsc.k12.in.us](mailto:info@garycsc.k12.in.us).

4.0 SCHOOL IMPROVEMENT FUND UPDATE



THE PATH FORWARD

SCHOOL IMPROVEMENT FUND (IHEA 1065) UPDATE – NOVEMBER 2020

DISTRESSED UNIT APPEALS BOARD (DUAB)

DECEMBER 17, 2020

Prepared by





**The Path Forward**

School Improvement Fund (IHEA 1065) Update

SCHOOL IMPROVEMENT FUND OVERVIEW

Indiana House Enrolled Act 1065 allows the Distressed Unit Appeal Board (DUAB) to suspend certain payments to the Common School Fund for Gary Community School Corporation (GCSC) in order to establish a School Improvement Fund and transfer to the School Improvement Fund an amount equal to the payments that are delayed or suspended. Such a School Improvement Fund may be used only for the following purposes: (1) Repair, renovation, or other improvements to school buildings and property being used for educational purposes as of July 1, 2020. (2) Demolition of school buildings or other structures on school property in existence as of July 1, 2020.

All expenditures from a School Improvement Fund must be approved by the DUAB. The opportunity to suspend payments and transfer funds from the Common School Fund into School Improvement Fund begins July 1, 2020 and expires January 1, 2025.

The monthly transfer into the School Improvement Fund would be approximately \$470,000. Over this 54-month timeframe, approximately \$25,380,000 could be deposited into the School Improvement Fund. Money may be expended for the purposes described above as they are received or may grow over time for larger repair and renovation projects as needed.

GCSC has broad facility needs, therefore projects considered are diverse in location, size, and area. Diversification of projects impacts the largest number of students and would have a visual impact in a broad range of areas of the community.

GCSC and MGT staff conducted extensive outreach, asking stakeholders to consider a number of detailed repair and renovation projects. Stakeholders included students, parents, teachers, administrators, Advisory Board members, City leaders, Legislative delegates, Gary pastors, the Urban League, the Chamber of Commerce, the Housing Authority, the Gary Education Foundation, and the Legacy Foundation. An invitation for input through a web and telephone portal was also made available to members of the public.

Based upon responses from stakeholders and the community a four-year plan has been established to address major facility systems as well as aesthetical considerations. The plan is divided into 8 phases, with facility systems with the highest need designated in the earliest phases of this plan; lower need projects that do not impact instruction are in later phases of the plan.

Each phase of this plan reflects both the major facility systems as well as security and beautification details that create quality learning environments.

During each phase, GCSC will work closely with the Gary Mayor’s Office to determine which existing, but unused structures should be demolished.

All projects in all phases of the Plan will consider engagement with minority and female-owned businesses in the Gary Community. GCSC will share the scope of all project work with the Gary Chamber of Commerce for distribution to its local membership.

Below is a link to the School Improvement Fund Plan:

**The Path Forward**  
School Improvement Fund Plan



**The Path Forward**

School Improvement Fund (IHEA 1065) Update

PHASE I AND PHASE II UPDATES

Phase I

- ♦ Single boiler locations identified as critical (Critical being defined as high likelihood of failure resulting in loss of instruction). Bethune Early Childhood Center and Gary Middle School have a single boiler to heat the building. These boilers are approximately 60 years old and have deteriorated such that replacement is necessary.

JULY 2020 RFP for Architect design was posted July 15<sup>th</sup>. Pre-bid conference was held on July 20<sup>th</sup>. Bids are due August 11<sup>th</sup>. Gary Chamber of Commerce was notified on July 14<sup>th</sup> so they could reach out to appropriate Gary Indiana businesses.

AUGUST 2020 Architect firm has been selected. In process of negotiating contract terms.

SEPTEMBER GCSC has contracted with MartinRiley Architects & Engineers for the architectural design and construction administration. MartinRiley is located at 221 West Baker Street in Fort Wayne IN. MartinRiley has begun initial field work in preparation of first RFP.

OCTOBER MartinRiley has completed field research and is working on the design and construction drawings.

Construction drawings are complete and ready for RFP. RFP bid timeline is below:

- December 4<sup>th</sup> – First Legal advertisement
- December 11<sup>th</sup> – Second Legal advertisement
- December 15<sup>th</sup> – Pre-bid meeting
- January 8<sup>th</sup> – Bids due

- ♦ Roof replacement identified as critical. West Side is critical. This replacement will occur in stages, with critical areas completed in Phase 1, and additional roof areas completed in later phases. For Phase 1 the identified section is above the small gym, at risk during severe weather.

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- ♦ Digital access control, rekeying of doors followed by key management program. This line item will use other funding sources and work will begin prior to July 1, 2020. As a major

### The Path Forward

School Improvement Fund (IHEA 1065) Update

school improvement, and one considered by community stakeholders, it is included in this plan.

Work to install Digital access control is nearly complete (90%).

- ♦ Paint- This upgrade will also use other funding sources, not just the School Improvement Fund. Phase 1 will focus on WSLA interior (lockers, locker rooms and walls) and GACC interior.

JULY 2020 Painting at West Side Leadership Academy is in progress. Below is a photo of the newly painted lockers. Additional pictures and videos are posted on the “Path Forward” webpage.



AUGUST 2020 Interior painting has started at Gary Middle School and the Career Academy.

SEPTEMBER Interior painting has been completed at Gary Middle School and the Career Academy. Below is a link to a youtube video of the finished product. In addition to painting, lighting was repaired/replaced resulting in a bright clean appearance.

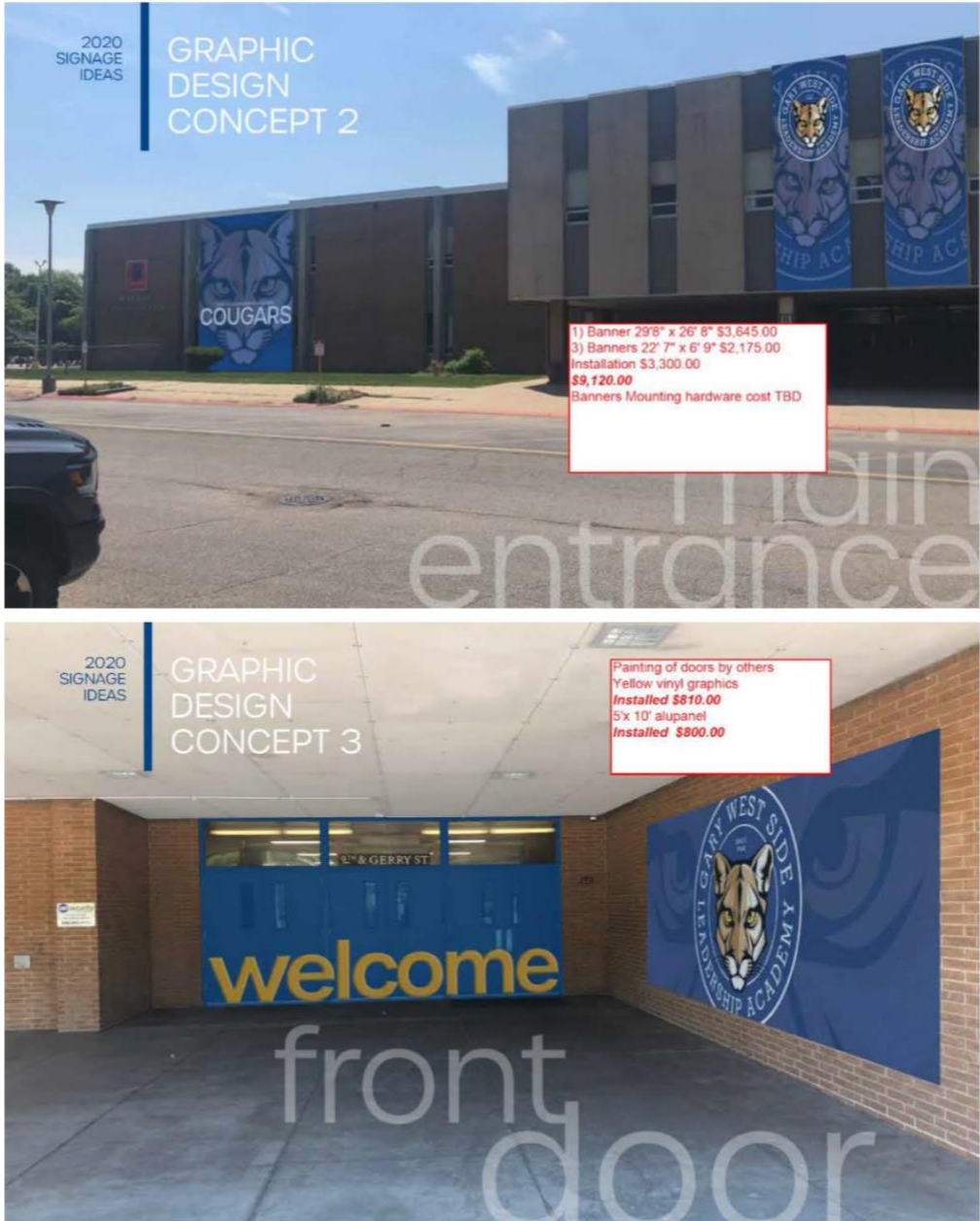
<https://www.youtube.com/watch?v=CFi1-cnGygM>

- ♦ Accent graphics at WSLA, including rubber mats with school logo at entry points.

JULY 2020 The accent painting is in progress at West Side Leadership Academy. The outside doors have been painted in school colors, as well as areas inside the building. There is a video posted of some of the painting on the “Path Forward” webpage. Below are proofs of the proposed graphics and banners:

The Path Forward

School Improvement Fund (IHEA 1065) Update





The Path Forward

School Improvement Fund (IHEA 1065) Update



- ♦ Project signage – sign at each building indicating projects underway and completed. Done in collaboration with Graphic Arts program at Gary Area Career Center.

JULY 2020 Below is a proof of the signs to be installed at each school location:



**THE PATH  
FORWARD**

**SCHOOL  
IMPROVEMENT  
FUND**  
IHEA 1065

**BAILLY STEM ACADEMY**



**Gary Community  
School Corporation**



FOR MORE INFORMATION  
**garyschools.org**  
**(219) 881-6400**  
Follow Our Progress  

**SCOPE OF WORK**

- Digital Access Controls (*Key Fobs and IDs*)
- Interior Painting
- Installation of Security Vestibule
- Pavement and Parking Lot Repairs
- Plumbing and Piping Replacements
- Roof Replacement
- Indoor Lighting Conversion to LEDs (*Energy Rebate Program*)
- Chiller and Chiller Tower Replacement
- Outdoor Lighting Repairs
- HVAC and Lighting Control System Upgrades
- Athletic Field Upgrades

**GARY SCHOOLS STRONG, RESILIENT & BUILT FOR EDUCATION**

# The Path Forward

School Improvement Fund (IHEA 1065) Update

AUGUST 2020 Below is the actual installed signage.



## Phase II

- ♦ Single chiller locations identified as critical. Bailly MS: chiller and chiller tower. Gary Middle chiller.

JULY 2020 RFP for Architect design was posted July 15th. Pre-bid conference was held on July 20th. Bids are due August 11th. Gary Chamber of Commerce was notified on July 14th so they could reach out to appropriate Gary Indiana businesses.

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SEPTEMBER GCSC has contracted with MartinRiley Architects & Engineers for the architectural design and construction administration. MartinRiley is located at 221 West Baker Street in Fort Wayne IN. MartinRiley has begun initial field work in preparation of first RFP.

- ♦ ADA improvements: elevator maintenance all schools, chairlift repair/replace at Beveridge, bathroom entrances and stall widths at GMS, water fountain heights.

OCTOBER Elevator inventory complete. All elevators are operational. Chairlift at Beveridge is inoperable.

- ♦ Playground replacement at Beveridge.

JULY 2020 Beveridge playground replacement has been awarded to Kids Stuff Play Systems.



**The Path Forward**

School Improvement Fund (IHEA 1065) Update

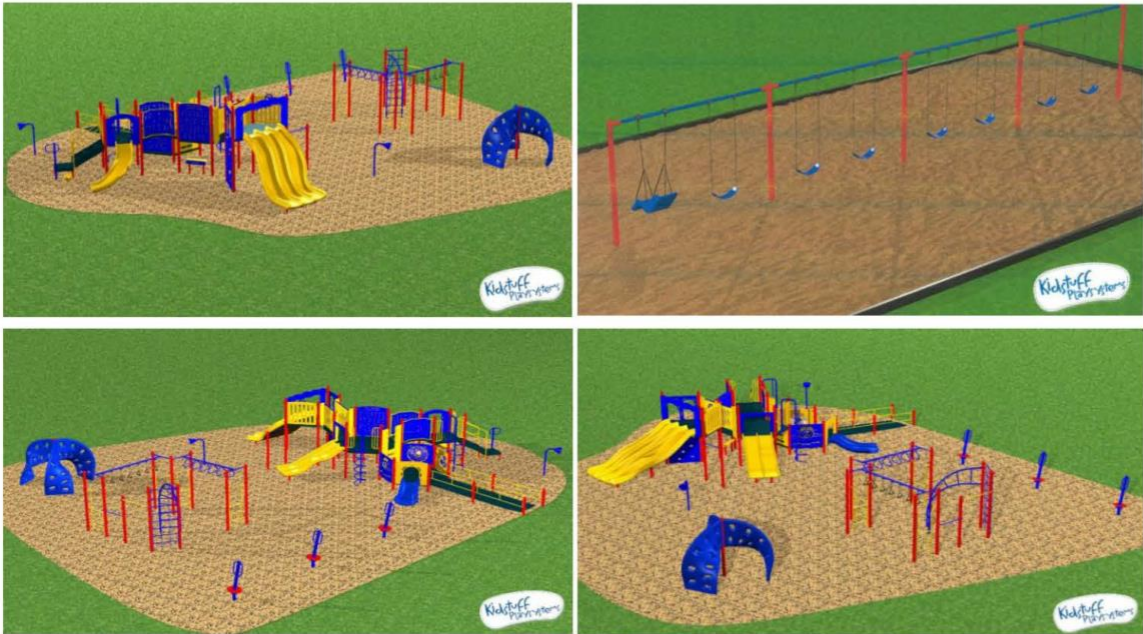
Kids Stuff Play Systems is located at 5400 Miller Avenue in Gary Indiana.

The playground will consist of a combination play system with wheelchair ramp, wall climber, fitness play center, and engineered poured rubber surface. Additionally, there will be a separate swing set with seven belt swings and one full body swing.

Total cost of the playground is \$155,055

Construction scheduled to start in 3 to 5 months due to lead time on equipment manufacturing.

Below are the renderings of the playground:



SEPTEMBER Site walk-through with playground installer has been conducted to verify location and installation needs and requirements.

OCTOBER Installation has begun and is nearly complete. The poured impact surface will be the last piece installed. Outside temperatures may impact timing.

Below are updated pictures of the progress of installation:



**The Path Forward**

School Improvement Fund (IHEA 1065) Update





**The Path Forward**

School Improvement Fund (IHEA 1065) Update

Playground has been completed. Below are some pictures of the finished product:





**The Path Forward**

School Improvement Fund (IHEA 1065) Update



The Path Forward

School Improvement Fund (IHEA 1065) Update

- ♦ Pavement repair and striping: in house pending hiring.
- ♦ Painting part 2: interior spaces in both middle school buildings.
- ♦ Athletic updates: WSLA Football field, track, tennis courts, press box, locker rooms and concessions.  
  
WSLA Track has been demolished, sub-structure repaired, and new asphalt track installed. Final sealing, cushioning surface, and stripping will occur spring of 2021 weather permitting.
- ♦ Ongoing abatement and demolition of unused property in collaboration with the Gary Mayor’s Office.
- ♦ Bathroom extensions to comply with ADA regulations at Gary Middle School.

GENERAL UPDATES

JULY 2020 Rubric for Awarding 1065 Projects

- ♦ The rubric below has been established for evaluating and awarding future proposals. The rubric gives preference to Gary and WMBE businesses.

<b>Total Points Possible</b>	<b>100 points</b>
▪ Cost	35 points
▪ Experience and references	25 points
▪ Professional capacity to undertake the scope of work	15 points
▪ Completion date	10 points
▪ Business location in Gary Indiana	10 points
▪ WMBE certified company	5 points

JULY 2020 Public Transparency

- ♦ A school improvement fund webpage has been added to the GCSC website. The webpage contains the school improvement fund plan, a brief description of the IHEA 1065 Act, as well as pictures and videos of improvements. A link to the page is below:
- ♦ <https://www.garycsc.k12.in.us/school-improvement-fund-ihea-1065-updates/>
- ♦ Updates, videos, and photos are being shared on social media with links to the webpage.

I 065 REVENUE/EXPENDITURES

Fund	1065	
	Revenue (Receipts)	2,274,041.71
	Expenditures	208,918.89
	Balance	2,065,122.82

Project ID	Project Description	Budgeted Amount	Project Status	Actual Project Expenses To Date	Estimated Start Date	Actual Start Date	Estimated Completion Date	Actual Completion Date
1001	New Playground at Beveridge	\$ 151,055.00	Awarded	\$ 151,055.00	9/1/20	9/9/20	5/1/20	11/30/20
1002	Architectural Services	\$ 600,000.00	Bid approval	\$ -	9/15/20	10/1/20	7/1/25	
1003	Scope of Work Signage	\$2,500	In progress	\$ 2,463.89	8/1/20	8/15/20	9/30/20	
1004	Westside Academy Locker Painting	\$55,000	Complete	\$ 55,400.00				9/8/20

Fund 1065  
Total Receipts 2,274,041.71

Receipts Detail	
Date	Amount Receipt
7/1/20	550,000.00
8/1/20	550,000.00
9/1/20	264,425.03
10/1/20	454,808.34
11/16/20	454,808.34
12/1/20	
1/1/21	
2/1/21	
3/1/21	
4/1/21	
5/1/21	
6/1/21	
7/1/21	
8/1/21	
9/1/21	
10/1/21	
11/1/21	
12/1/21	

Project ID

1001

Project Description

New Playground @ Beveridge Elem

Budgeted Amount

\$ 151,055.00

Project Status

Awarded

Actual Expenses to Date

151,055.00

Estimated Start Date

9/1/20

Actual Start Date

9/9/10

Estimated Completion Date

5/1/20

Actual Completion Date

11/30/20

Expenditures Detail				
Invoice No.	Date	Vendor	Description	Amount
2707	11/30/20	Kids Stuff Playsystems	Project complete	151,055.00



Project ID

Project Description

Budgeted Amount

Project Status

Actual Expenses to Date

Estimated Start Date

Actual Start Date

Estimated Completion Date

Actual Completion Date

1002

Architectural Services

\$ 600,000.00

Bid approval

\$ -

9/15/20

10/1/20

7/1/25

Expenditures Detail				
Invoice No.	Date	Vendor	Description	Amount

Project ID

Project Description

Budgeted Amount

Project Status

Actual Expenses to Date

Estimated Start Date

Actual Start Date

Estimated Completion Date

Actual Completion Date

1003

Scope of Work Signage

\$2,500

In Progress

\$2,463.89

9/15/20

8/15/20

9/30/20

Expenditures Detail				
Invoice No.	Date	Vendor	Description	Amount
H2001-122167	8/19/20	Home Depot	Wood for signs	\$735.48
0403-2	8/25/20	Shermin Williams	Paint for signage	\$381.68
74579	8/27/20	Print Pro	Banners for signs	\$1,346.73

Project ID

Locker Painting at West  
Side Academy

1004

Project Description

Budgeted Amount

Project Status

Actual Expenses to Date

Estimated Start Date

Actual Start Date

Estimated Completion Date

Actual Completion Date

\$

Complete

55,400.00

9/8/20

Expenditures Detail				
Invoice No.	Date	Vendor	Description	Amount
25586	9/8/20	Stans Painting	Locker Painting at West Side Academy	\$ 55,400.00



5.0 SCHOOL IMPROVEMENT FUND CLAIM DOCKET

Cash Ledger by Fund for 11-01-2020 thru 11-30-2020

Gary Community School Corp

Effective Date	Budget Account Code	Receipt/Check	Description	Receipts	Expenditure	Cash Balance
Fund: 3957 School Improvement Fund 1065						
	Previous to 11/01/2020			1,819,233.37	57,863.89	1,761,369.48
11/16/2020	3957.05200.000.0000			454,808.34		2,216,177.82
11/30/2020	3957.47000.715.0018	002707	Kidstuff Playsystems Inc		151,055.00	2,065,122.82
Date Span Totals				454,808.34	151,055.00	
Fund: 3957 School Improvement Fund 1065				2,274,041.71	208,918.89	2,065,122.82

Cash Ledger by Fund for 11-01-2020 thru 11-30-2020

Gary Community School Corp

Effective Date	Budget Account Code	Receipt/ Check	Description	Receipts	Expenditure	Cash Balance
Grand Totals				2,274,041.71	208,918.89	2,065,122.82

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## 6.0 TAX ANTICIPATION WARRANTS

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As settled in our Teacher Bargaining Agreement, teacher raises are to be effective January 1, 2021. Since we will not be receiving our first Referendum Operating tax settlement until June 2021, I am recommending that we take out a Tax Anticipation Warrant to assist with cash flows for the first half of 2021. The estimated TAW is \$4,495,000 through the Indiana Bond Bank. The TAW will cover the Teacher raises including benefits and Operating Referendum appropriations.

7.0 ACCRUED LIABILITIES



\$500,000 TOWARDS ACCRUED LIABILITIES  
DISTRESSED UNIT APPEALS BOARD (DUAB)

December 17, 2020

Prepared by



Per the contract between Gary Schools Recovery LLC (GSR), serving as the Emergency Manager for the Gary Community School Corporation (GCSC), and the Distressed Unit Appeals Board (DUAB) (the State), GSR was incentivized to complete the following action by July 31, 2020.

The Emergency Manager will provide for a sum of money in an amount equal to at least \$500,000 to pay toward the accrued liabilities of the School Corporation. The targeted minimum amount for this increased sum of money shall be documented in the Approved Structural Deficit Reduction Plan. The provision of this sum of money shall be in substantial conformance with the Approved Structural Deficit Reduction Plan and shall provide for the on-going operations of the School Corporation. The achievement date for this performance incentive shall be the end of Year 3 of the Contract Term. The performance incentive cannot be claimed until DUAB has verified that the Emergency Manager has provided the required sum of money to pay toward the accrued liabilities of the School Corporation, in substantial conformance with the Approved Structural Deficit Reduction Plan and the amount identified therein, during Year 3 of the Contract Term. Upon DUAB's review and verification of the required sum of money, the Emergency Manager shall receive a \$100,000 performance incentive. Notwithstanding the foregoing, if the Emergency Manager provides any sum of money in an amount less than \$500,000 to pay toward the accrued liabilities of the School Corporation, the Emergency Manager shall receive a performance incentive equal to twenty percent (20%) of such payment.

The following information supports GSR’s request for the performance incentive detailed above.

REDUCTION OF ACCRUED LIABILITIES

In January 2018, GSR completed and submitted to DUAB a Viable Deficit Reduction Plan (VDRP) with 31 present and future initiatives for GCSC to achieve fiscal sustainability by increasing revenue, decreasing costs or a combination of both. The VDRP was approved as submitted by DUAB in early 2018. The VDRP has subsequently been updated and submitted to DUAB in July 2018, January 2019, July 2019, February 2020 and August 2020.

As of June 30, 2020, the VDRP is on track to achieve the intended result of fiscal sustainability for GCSC including paying down the District’s debt. As of June 30, 2017, GCSC had total long-term debt principal and short-term debt of approximately \$104,000,000. Of this debt, approximately \$87,000,000 was long-term debt principal and approximately \$16,500,000 was short-term debt. The long-term debt principal was comprised of bonds and loans. The short-term debt was comprised of an IRS obligation of approximately \$8,500,000 and accounts payable of approximately \$8,000,000. The IRS obligation was increasing daily due to penalties and interest. The accounts payable ledger reflected past due amounts for many GCSC vendors and suppliers as well as approximately 20 in-process or pending court-ordered or negotiated judgments and settlements for lack of payment.

As of June 30, 2020, GCSC had total long-term debt principal and short-term debt, excluding pandemic-related Tax Anticipation Warrants, of approximately \$79,000,000. Of this debt, approximately \$78,000,000 is long-term debt principal and approximately \$1,000,000 is short-term debt. The long-term debt principal is comprised of bonds and loans. The short-term debt is comprised of accounts payable. GCSC has made scheduled bi-annual principal and interest payments on outstanding bonds, monthly principal and interest payments on interest-bearing loans, and payments on interest-free loans.

\$400,000 TOWARDS ACCRUED LIABILITIES

As illustrated in **Table 1** (below), GCSC has made significant progress paying down its debts by approximately \$25,000,000 in the three-year period since GSR became the Emergency Manager.

Table 1: Debt Balance as of June 2017 and June 2020

Period	Long-term Debt Principal	Short-term Debt	Total
June 30, 2017	\$87,000,000	\$16,500,000	\$104,000,000
June 30, 2020	\$78,000,000	\$1,000,000	\$79,000,000
Difference	\$9,000,000	\$15,500,000	\$25,000,000

The debt reduction of \$25,000,000 from June 30, 2017 to June 30, 2020 includes \$11,000,000 paid to long-term debt between June 30, 2019 and June 30, 2020. As of June 30, 2019, GCSC had total long-term debt principal and short-term debt of approximately \$90,000,000. Of this debt, approximately \$89,000,000 is long-term debt principal and approximately \$1,000,000 is short-term debt. **Table 2** (below) shows the difference in total debt from June 30, 2019 to June 30, 2020.

Please note that while short term debt decreased between June 2017 and June 2019, long-term debt principal increased during this same period. In 2017 and early 2018, GSR strategically converted some short-term debt into long-term debt principal through Common School Loans. This conversion allowed GCSC to settle judgements, negotiate better terms with creditors, operate more efficiently and ultimately save money in the long-term. By June 2020, not only has short term debt been reduced by \$15,500,00, long-term debt principal is well below what it was in 2017.

Table 2: Debt Balance as of June 2019 and June 2020

Period	Long-term Debt Principal	Short-term Debt	Total
June 30, 2019	\$89,000,000	\$1,000,000	\$90,000,000
June 30, 2020	\$78,000,000	\$1,000,000	\$79,000,000
Difference	\$11,000,000	\$0	\$11,000,000

As documented in the tables above, GCSC has paid down debts over the past three years and the result has been a reduction in accrued liabilities of approximately \$25,000,000, including payments of approximately \$11,000,000 between June 30, 2019 and June 30, 2020.

**TOTAL PAID TOWARDS ACCRUED LIABILITIES BETWEEN JUNE 30, 2019 and JUNE 30, 2020 \$11,000,000.**



8.0 VDRP CONFORMANCE



**Gary Community School Corporation**  
*Strong. Resilient. Built for Education.*

CONFORMANCE WITH VIABLE DEFICIT  
REDUCTION PLAN

DISTRESSED UNIT APPEALS BOARD (DUAB)

December 17, 2020

Prepared by



**Gary  
Schools  
Recovery, LLC**

Per the contract between Gary Schools Recovery LLC (GSR), serving as the Emergency Manager for the Gary Community School Corporation (GCSC), and the Distressed Unit Appeals Board (DUAB) (the State), GSR was incentivized to complete the following action by July 31, 2020.

The Emergency Manager will substantially conform to the Approved Structural Deficit Reduction Plan. The Emergency Manager shall provide DUAB with a letter documenting the measures the Emergency Manager has taken to achieve substantial conformance to the Approved Structural Deficit Reduction Plan during Year 3 of the Contract Term. DUAB shall review the measures taken by the Emergency Manager in relation to the Approved Structural Deficit Reduction Plan and determine if substantial conformance has been met. The achievement date for this performance incentive shall be the end of Year 3 of the Contract Term. The performance incentive cannot be claimed until DUAB has determined that the Emergency Manager was in substantial conformance with the Approved Structural Deficit Reduction Plan during Year 3 of the Contract Term. Upon DUAB's review and determination of substantial conformance, the Emergency Manager shall receive a \$100,000 performance incentive.

The following information supports GSR's request for the performance incentive detailed above.

CONFORMANCE WITH VIABLE DEFICIT REDUCTION PLAN

OPERATING DEFICIT AND DEBT

Through GSR's efforts, both the operating deficit and debt for Gary Community School Corporation ("GCSC") have decreased significantly since August 2017. The annual operating deficit was approximately \$22 million in August 2017. It dropped to \$18 million by June 2018, \$11 million by January 2019, and \$6 million by February 2020. As of June 2020, the deficit remains at approximately \$6 million and will be recalculated in early 2021 based on year end December 2020.

As of August 2017, GCSC had approximately \$104 million of debt, with approximately \$87.5 million in long-term debt and \$16.5 million in short-term debt. As of June 2020, GCSC's debt had been reduced to \$79 million, with approximately \$78 million in long-term debt and \$1 million in short-term debt.

GSR indicates in their March 12, 2020 letter that GCSC is projected to achieve a balanced budget in 2021. Achieving a balanced budget is a significant milestone in the distressed political subdivision process, as Indiana Code 6-1.1-20.3-13 requires that a distressed political subdivision must maintain a structurally balanced budget for at least two (2) years and have no unpaid or past due critical contractual financial obligations or vendor payments in order for distressed status to be considered for termination.



VIABLE DEFICIT REDUCTION PLAN

In January 2018, GSR provided DUAB with its initial VDRP. The VDRP detailed twenty-eight (28) present initiatives and three (3) future initiatives, along with the potential net benefit of such initiatives from 2018 through 2024.<sup>1</sup> Since that time, GSR has provided five (5) updates to the VDRP, with each update providing updated cost estimates and timing for the initiatives.

As of the end of Contract Year 3 (July 31, 2020), twenty-two (22) of the twenty-eight (28) present initiatives have been officially started. The initiatives not yet started are detailed below:

- ♦ 2.A. Suspend Common School Loan Payments
- ♦ 2.D. Pay for Success
- ♦ 2.E. Local Referendum
- ♦ 2.H. System of Great Schools
- ♦ 2.Q. Building Energy Efficiency and Utility Rate Audits
- ♦ 2.AA. Corporate Partners

The above initiatives have not been removed from consideration but have been subject to changes in anticipated timelines. For the majority of the above, demonstrating progress toward financial stability is anticipated to improve the potential outcome for these initiatives. As such, delay in the implementation of these initiatives has been strategic in nature. These six (6) initiatives account for \$20,856,570 (49.0%) of the \$42,591,987 in cost savings that were projected to be achieved by July 2020.

Of the remaining twenty-two (22) initiatives that have been started, the total anticipated cost saving by July 2020 was \$21,735,417. The actual cost savings generated by these initiatives was \$21,803,011.

Actual cost savings exceeded the expected savings by almost .31%. In total, nine (9) initiatives have had cost savings that exceeded expected cost savings, two (2) initiatives were on pace with expectations, and eleven (11) initiatives were behind on their expected cost savings as of July 2020.

The impact of the actual cost savings can be seen in the drop in the operating deficit for GCSC from \$22 million in August 2017 down to \$11 million in July 2019. This trend continued in the February 2020 VDRP update, which showed a cost savings of \$16 million for the twenty-eight

<sup>1</sup> For the purposes of the analysis included in this memorandum, only the present initiatives will be included, as the timing for the future initiatives is largely contingent on the progress made through the implementation of the present initiatives.

(28) initiatives, while the operating deficit further declined to \$6 million. Table 1 below summarizes the financial progress from VDRPU4 to VDRUP5.

TABLE I – PROGRESS FROM VDRPU4 TO VDRPU5

Measure	As of December 31, 2019 (VDRP Update No. 4)	As of June 30, 2020 (VDRP Update No. 5)	Change
TOTAL DEBT (LONG-TERM & SHORT-TERM)	\$84,000,000	\$79,000,000	\$(5,000,000)
TOTAL VARIANCE (ALL INITIATIVES)	\$(11,985,944)	\$(20,788,976)	\$8,803,032
ACTUAL NET FISCAL IMPACT (ALL INITIATIVES)	\$16,174,324	\$21,803,011	\$5,628,687
PROJECTED NET FISCAL IMPACT (ALL INITIATIVES)	\$129,797,589 (85% of original projected impact)	\$145,918,088 (96% of original projected impact)	\$16,120,499
DEFICIT <sup>2</sup>	\$6,000,000	\$6,000,000	\$0

<sup>2</sup> Deficit is calculated at the end of calendar year (December 31<sup>st</sup>). The deficit will be updated in VDRPU6.

9.0 CONNECTIVITY REVIEW

MEMO

TO: Courtney Schaafsma

FROM: Eric Parish

DATE: December 4, 2020

SUBJECT: GCSC IT Connectivity

This memo addresses the following contractual deliverable.

To support the 1:1 technology program throughout the School Corporation, the School Corporation shall ensure content availability and access to remote instruction through the School Corporation’s network and technology infrastructure will be available at least ninety percent (90%) of the school year for the 2020-2021 school year. Tracking of network connectivity shall begin on the first required day for teachers for the 2020-2021 school year and shall end on the final day for teachers.

A report shall be capable of being generated by the information technology system to document the percent of time of network availability. Preliminary reports shall be provided to DUAB in December 2020 and March 2021.

A memo from the GCSC IT Director Darrell Riddell on the following page summarizes the connectivity percentage from August 2020 through November 2020.

The pages following the memo provide detailed data on connectivity by location, by month and by day from August 2020 through November 2020.



**Gary Community School Corporation**  
*Doing What Is Best For Students - Today - Tomorrow - Everyday*

900 Gerry Street • Gary, IN 46406 • (219) 881 -5434

**Darrell Riddell**  
Director of Information Technology  
[driddell@garysc.k12.in.us](mailto:driddell@garysc.k12.in.us)

December 3, 2020

To: Dr. Paige McNulty, Emergency Manager

From: Darrell Riddell, IT Director

RE: District IT Connectivity

The Gary Community School Corporation has achieved 99.672% connectivity in all buildings. The time period is from August 1, 2020 to December 1, 2020. The network is monitored daily using ENA (Education Networks of America).

Gary Community School Corporation Uptime Report		
Uptime per school (8/1/2020 to 12/4/2020)		
School	Downtime (mins)	Uptime %
Bailly Preparatory Academy	213	99.883%
Banneker Elementary at Marquete	0	100.000%
Bethune Early Childhood Development Center	0	100.000%
Beveridge Elementary School	1741	99.040%
Building and Grounds Maintenance Facility	0	100.000%
Frankie W McCullough Academy for Girls	0	100.000%
Gary Area Career Center	0	100.000%
Gary Middle School	803.6	99.557%
Glen Park Academy	0	100.000%
West Side Leadership Academy	0	100.000%
Williams Elementary	3793	97.909%
District Uptime	595.5090909	99.672%



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The Gary Technology Department tracks and monitors the following for each building within the district.

- Internet access
- WAN Aggregation
- Firewall
- Bandwidth
- VPN (Site to Site & Remote Access)

Achieving 99.672% connectivity is a great accomplishment. However, we will continue to work to maintain and achieving a higher connectivity rate.



Gary Community School Corporation Uptime Report

Uptime per school (8/1/2020 to 12/4/2020)		
School	Downtime (mins)	Uptime %
Bailly Preparatory Academy	213	99.883%
Banneker Elementary at Marquette	0	100.000%
Bethune Early Childhood Development Center	0	100.000%
Beveridge Elementary School	1741	99.040%
Building and Grounds Maintenance Facility	0	100.000%
Frankie W McCullough Academy for Girls	0	100.000%
Gary Area Career Center	0	100.000%
Gary Middle School	803.6	99.557%
Glen Park Academy	0	100.000%
West Side Leadership Academy	0	100.000%
Williams Elementary	3793	97.909%
District Uptime	595.5090909	99.672%